



# Be the Difference Lean Forum

Selecting Lean Process  
Improvement Projects  
October 13, 2011



# Questions to ask

## **1. Defect Reduction**

- Is any scrap produced by the process?
- Is anything falling outside of the desired specifications?
- Where are high volumes of defects and/or rework occurring?
- Does the process have a high degree of variation?
- Where do inputs need controls in order to produce a consistent output?
- Can scientific adjustments to the process create robust changes?

## **2. Cycle Time Reduction**

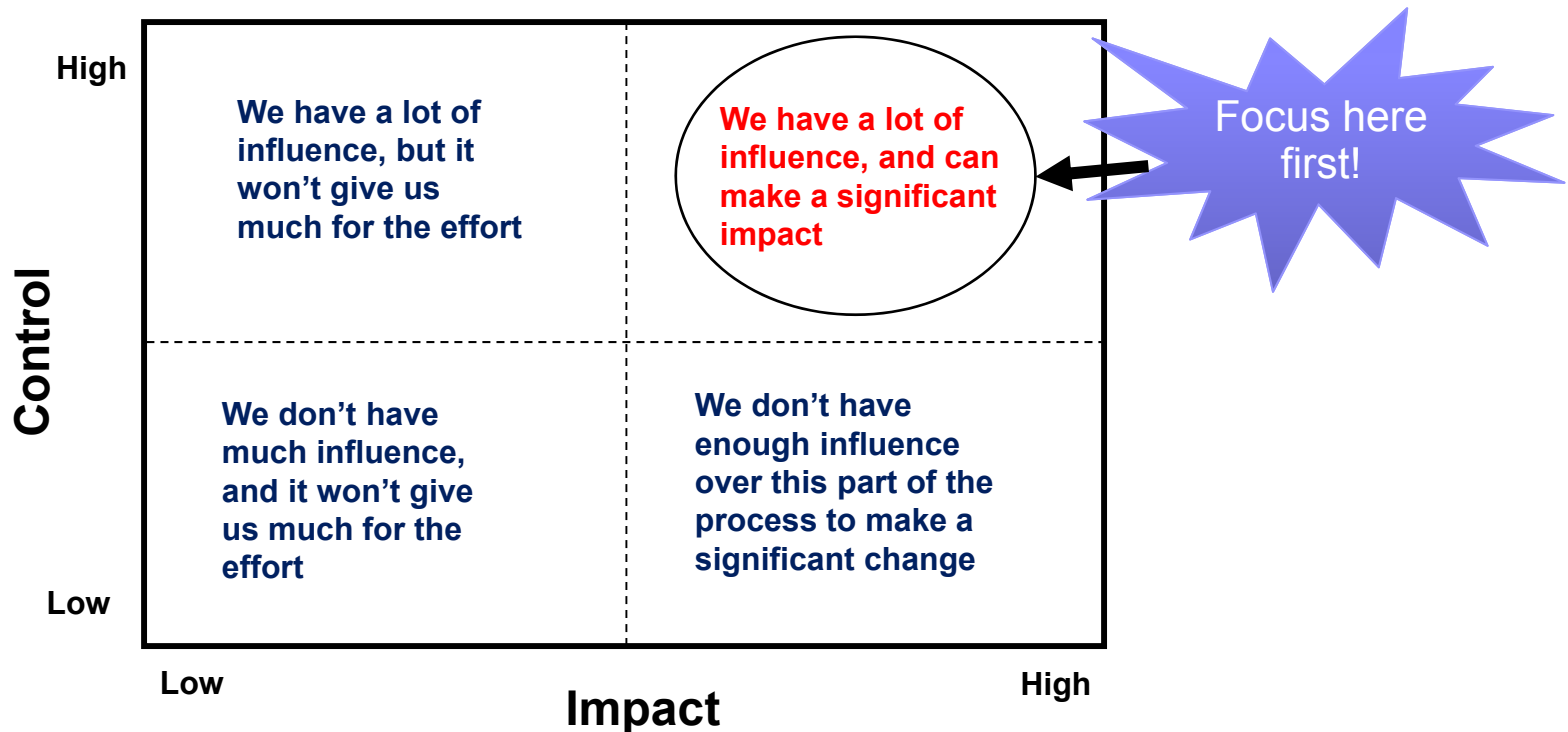
- Are there any processes that rely on multiple hand-offs between individuals?
- Is the process producing less than expected?
- Is the process requiring a lot of overtime?
- Is the process bogged down with computer/machine downtime?

## **3. Resource Consumption Reduction**

- Does the process experience high variation in the material consumption?
- Is the process requiring more labor to do the job?

# Target High Impact Candidates

**Target Candidates with High Influence/Impact: concentrate on parts of the process that you can actually influence & make an impact**



How much influence can you have over the end-to-end process?

# Sizing the Effort

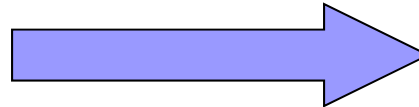
Don't Boil the Ocean



Size Appropriately for  
Calm Seas

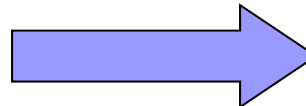


End World Hunger



Improve cycle time to deliver  
food to hungry people in a  
specific area by 10%

Improve Revenue Collection

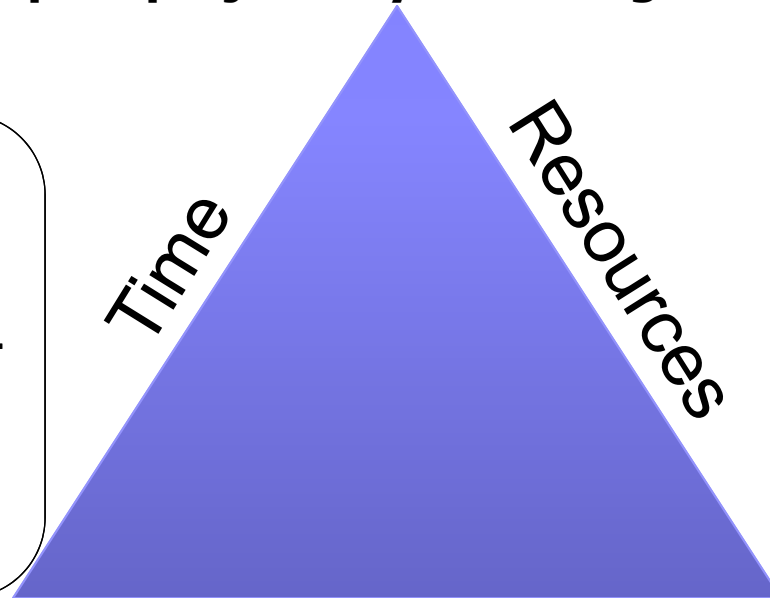


Reduce cycle time for  
revenue collection from  
licensing by 10%

# Prioritize Process Candidates

**Prioritize the high impact projects by assessing time, resources, and benefits:**

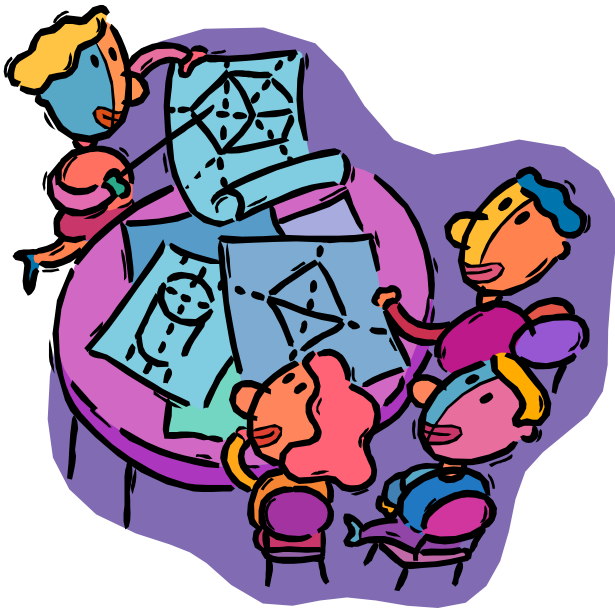
- **What is the process duration?**
- **How urgent is the process?**
- **Will systems analysis or development be required?**
- **Are there concurrent projects underway?**



- **What are the core team requirements?**
- **What degree of Subject Matter Expert (SME) commitment is required?**
- **What is the availability of the data?**
- **Will systems analysis or development be required?**
- **Are there concurrent projects underway?**

- **What is the business impact?**
- **What is the customer impact?**
- **What are the ties to the strategic plan?**
- **Is there an opportunity to leverage the work across departments/agencies?**
- **Does this process reduce a significant business risk?**

# Group Exercise



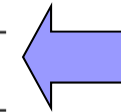
- Brainstorm a list of potential process improvement opportunities



# Process Selection Tool

<b>Dept Name</b>	
<b>Date:</b>	
<b>Prepared By:</b>	
<b>Notes:</b>	

Key Criteria	Weight	Concept A	Concept B	Concept C	Concept D	Concept E	Concept F	Concept G	Concept H
Is it likely that the project can be completed in 3-6 months?									
Does the project represent a significant improvement in quality?									
Does the project justify the deployment of a project team?									
Does it appear a minimum of investment will be required to solve the problem?									
Do you have data on the process and has it been validated?									
Will success significantly improve customer satisfaction?									
Is the process currently measured?									
Is the process measurable?									
Is it likely that the solution will be highly leverageable?									
Is the scope of the proposed project appropriate?									
Is this a candidate for process improvement or a "Just Do It" effort?									
Is success likely?									
Criterion 13									



Weighs Criteria of various concepts (projects) and ranks them



# Make Final Selection

- **Rank the processes**, taking into account Time, Resources & Benefits
- Assess which efforts have the **highest urgency** and most likelihood of adequate resources
- Make **informed recommendations** to select projects that will yield the highest benefits within the constraints of the business
- Create a group that **records, updates, maintains and regularly reviews** the list of potential projects
- Create an **organizational list** so that various groups can see **project ideas from other areas**